HUMAN RESOURCE MANAGEMENT IN EDUCATION PRESENT AND FUTURE

Korumelli Raju[1], Kalaiyarasan[2]

[1]Research Scholar, Department of Education, Alagappa University, Karaikudi, Tamil Nadu, India.

[2]Professor and Head, Department of Education, Alagappa University, Karaikudi, Tamil Nadu, India.

ABSTRACT

Human resources are the most important resources of the organization and they must be considered with the highest level of attention and interest. The effective management of human resources has become decisive in the competitiveness and development of every organization. In any organization, employees are considered an essential strategic asset. Human Resource Management refers to the organizational function which includes practices that help the organizations to deal effectively with its people during the various phases of the employment cycle. HRM is a management function concerned with recruiting, motivating, and maintaining people in an organization. It is the core area of concern for every organization, whether concerned with public affairs or private.

KEYWORDS: Administrators, Organization, Staff, Leadership, Mentoring, Recruitment, Training.

INTRODUCTION:

"Role of HRM & OB in today's educational Institution/university administration" (Dr. M.L. Vasitha, Mr. B.S. Chauhan, 2011) Administrators should therefore deal with staff individually and collectively with a view of understanding them deeply. Since there is a lot of noise being made very where to attract and retain the best talent from their specializations in these specialist pools of educational institutions, the issue needs to be addressed proactively to procure, develop and utilize these talents up to the optimum level.

"Human resource management in education: Recruitment and selection of teachers" (Vicki Cameron, Peter Grootenboer, 2018) HRM is in its infancy in schools, as evidenced by the small number of HR managers identified in this study. Potentially, changes to school leadership structures to include HRM expertise could lead to school improvement. There is an opportunity for education to draw on the current HRM literature and evidence-based practice which is constantly evolving.

By showing that HRM practices are positively linked to organizational success (Arthur, 1994; Huselid, 1995; Delery & Doty, 1996; Guthrie, 2001; Boselie, 2010), strategic HRM can be described as investing in HRM practices to improve financial outcomes (Boudreau, 2003).In the field of education, the product of the organization is the education, and the future success of children, the future of their communities, and the economic, and social well-being of the country. There's evidence that shows that principal's and teachers' performance has more effect on student achievement than any other factor, and the teacher's effectiveness in increasing student's performance varies widely. Given these high stakes, it is imperative to act on the knowledge and strengthen the education workforce to serve students better.

In every organization, there are three major resources to be managed if the organization wants to achieve its objectives and goals. These resources are man, materials, and money. The critical factor out of three is the man. The reason is that every man is born with the unique characteristic way he thinks, feels, reasons, and acts. Moreover, man only controls and coordinates the other resources and they constitute the vital workforce of an organization and are referred to as personnel. Since human nature plays an imperative part in the overall success of an organization, it is therefore important to have a cordial working relationship between the Employee and the Employer which results in the success of the organization.

Human Resource Management, which involves efficient and effective management within an organization, is one of the vital functions of Educational Administrators. This is because every administrator has a function to perform through his staff and his abilities. Every educational institution like other formal organizations needs human beings to execute its program and achieve educational goals and objectives.

Therefore, establishing a dedicated Human Resource function within the school is like any other formal organization is now becoming a need of the day as this helps the school to meet the present as well as the future requirements.

CONCEPT OF HUMAN RESOURCE MANAGEMENT:

New hypotheses and methodological models have been created by researchers to discuss a wide variety of phenomena relevant to the HRD profession (Torraco 2004). HRM is concerned with the people dimension in management under which the consideration is given towards recruitment, development of core competencies through motivation, and training, which results in the retention of human resources in an organization. Hence, it is considered as the primary function of the management. It helps to ensure the right man for the right position and at the right time in a changing environment. "The management of manpower" is an important and challenging job because of the dynamic nature of the people. No, two people aren't similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely as a bunch and are subject to varied influences. Moreover, HRM is concerned with the development of human skill, knowledge, and ability to perform organizational tasks effectively and efficiently. It is a field of study consisting of four functions - acquisition, development, motivation, and maintenance of human resources. The acquisition is expounded on getting people, development is to prepare them for work, motivation refers to activating them, and at last, maintenance refers to keep them retained within the organization.

In India, Larson and Tubro Ltd., a private sector company introduced the concept of Human resources in 1975 intending to facilitate the growth of employees, especially people at the lower levels. Later on, among the public sector government companies, it was BHEL that introduced the concept in 1980. According to Megginson (1977), Human Resource refers to "the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the point of view the individual enterprise, it represents the full of inherent abilities, acquired knowledge and skills as exemplified of the skills and aptitudes of its employees." HRM is that the process of managing people of an organization with a humane approach through which an organization can utilize the optimum level of human talents for the advantages of the organization's growth, development, and truly the self-satisfaction of the employees. Thus, HRM is a system that focuses on human resources development on one hand and effective management of people on the other hand so that people can enjoy human dignity in their employment. Therefore, HRM is the art of managing and mobilizing people in the organization. It is done through the appliance of various practices and policies which ultimately values human resources as a significant asset of an organization. It integrates personnel functions into strategic management. Getting and keeping good people is critical to the success of every organization, whether profit or non-profit, public or private.

ROLE OF HUMAN RESOURCE MANAGEMENT IN EDUCATION:

All organizations including educational institutions are made up of people who chose to work in it primarily because it enables them to satisfy a minimum of a number of their needs. Virtually everybody works plays or is educated in an organization. Organizational behavior follows the principle of human behavior. Organizational behavior is human behavior in an exceedingly particular setting. HRM purposes to use the different organizational behavior theories to maximize the output in the field of education which unifies an organization's mission, strategy, and values.

The best decision-makers set clear priorities with an open mind to hear other team members and willing to change for a better alternative understanding the realistic situations.

Organizations represent a constant interaction between structure and process. To get an assignment accomplished in an organization, we need to define who does

what. Therefore, defining the roles and responsibilities of all staff becomes a critical success factor as this helps the individual to grasp understand their roles within the context of the school's vision. The higher cognitive process is probably the foremost important component in educational management. The ability to make decisions and sticking to them responsibly is that the key to attaining educational goals.

Therefore, for the staff within the HR department of the educational institutions to function with people he/she is working with and able to interpret their behavior. Teachers in school should not be looked at as mere resources but as valuable human beings. Therefore, developing human relations within the school helps it to achieve its goals successfully.

Good human relations in an organization, for it to function effectively and efficiently cannot be overemphasized. It provides knowledge on how people interact and respond in different organizational situations to satisfy their needs and in the process meet organizational goals. The principals' ability to understand his/her teachers and staff and their problems, and his/her belief in, and the practice of democratic leadership will go protracted thanks to making him/her succeed in his/her supervisory and administrative tasks.

The author concentrated on the most important issue concerning the efficient and confidential usage of computers in education (Mani Mookkiahet.al 20121). Educational Administration is the integration and mobilization of the efforts of individuals and resources for the achievement of educational objectives. It is therefore imperative that the Principal cultivates the habits of Human Relations in all his odious administrative tasks. Human relations should focus on team workers as human beings rather than as producers. It improves efficiency and enhances professionalism in teaching and learning practices. Also to adopt effective classroom management for a stress-free student environment. This is very true in the context of the school as the teachers play a critical role in helping the children to achieve their optimal performance.

The human resource management function has the moral responsibility to develop and implement processes that are teacher-centric. The principal as the school leader should be extensively involved in developing and implementing these processes.

Also, the research on stress management shows that trainers, educators, and educational administrators are the second lot after doctors and counselors who suffer the highest rate of burnout. They take care of all, and there is no one in the absence of an Educational Administrator (Principal) to manage to burn out these trainers, teachers, and faculty members.

To the end, the institution's Educational Administrator (Principal) is required to meet the following objectives:

1. Recruitment and selection, developing a strong talent pool within the school.

2. Helping in creating a working environment that is conducive for his/her members of staff to promote maximum contentment thereby motivating them. Teachers, as an employee within a formal corporate organization, like to work in an environment that is built on trust, respect for the individual. Encourages research in modern pedagogical practices, teamwork, etc.

3. Ensuring that the abilities and skills of teachers and staff are used to the optimum in pursuance of the institution's mission and mandate.

4. Ensuring effectiveness in Educational Administration largely depends on Team Leader's commitment to the mission and priorities strategically placed for timely implementation by all the stakeholders.

5. Therefore, the primary responsibility of a human resource management function is to ensure that human resources are utilized and managed as efficiently and effectively as possible.

Human resource functions can generally be classified into three basic functions namely:
1. Optimum utilization of teachers and staff to meet educational institutes needs

2. The motivation of employees to meet their needs and organizational needs in unison.

3. Create and provide a conducive and stress-free teaching-learning environment to achieve desired and decided high educational standard.

Changing Needs of Schools and How Human Resource Management Helps to Meet Them:
Tremendous changes are happening within the environment where the schools operate. With the onset of globalization and technology, the dynamics within the school and its expectations are rapidly changing. Therefore, it is imperative that

the Educational Administrator needs to provide management oversight and guidance to the Human Resource Management function and to meet the needs of the changing landscape.

Few of the varying needs of the schools include the following:

1. Hiring and retaining qualified teachers and staff.

2. Developing leadership abilities within the school.

3. Implementing Inclusive Education.

4. Developing and implementing differentiated professional development programs for teachers will help them to reach their potential. In turn, this helps the students to achieve their potential. Teacher performance is closely related to student performance.

5. Implementing a robust and transparent performance management system.

6. Implementing performance rewards and recognition

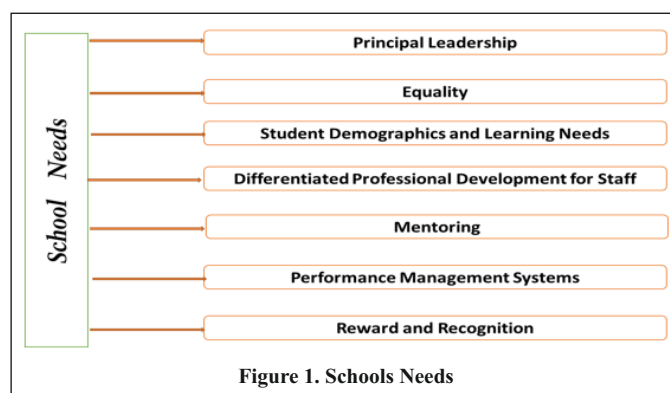7. Incorporating technology in education.

8. Talent retention.

Figure 1. Schools Needs

The human resource management function needs to clearly understand these changing requirements to implement policies and practices accordingly. The success of the school or the educational institute will be increasingly dependent on the leadership of human resource management. The human resource management function should develop robust processes for talent acquisition, retention.

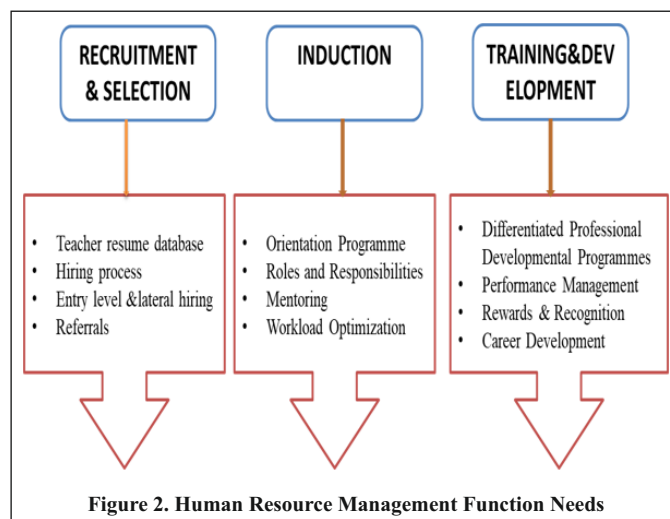The following illustration provides an example of such a process.

Figure 2. Human Resource Management Function Needs

Recruitment and Selection:
This involves searching for a suitable person to fill the vacant or new position. The basic goal of recruitment is to locate a qualified teacher who will stay with the school to help students to reach their potential. Given the current challenge of hiring qualified teachers, which is likely to grow in the future as well, it is important to develop diverse channels for talent acquisition. Innovative practices must be developed and implemented to meet this growing requirement.

Induction:
Teachers and staff who are selected should undergo a structured orientation program to understand the vision of the school and its educational objectives. This

will help the new teachers, lateral as well as freshers, to align to the organizational vision. The clarity in their roles and responsibilities will help them to build a foundation for high performance.

Training and Development:
This is an important focus area for the school as it helps in talent retention as well as the development of a conductive environment within the school. Policies, procedures, and mechanisms should be creatively designed and developed that foster growth.

Examples include:

a. Differentiated professional development for teachers.

b. Salary Administration. This refers to the financial benefits that are given to teachers and staff for the jobs they have performed.

c. Performance management system. This is the continuous process of feedback to teachers and staff about how well they have performed on their jobs.

d. Maintaining regularly cordial relations with all teaching and Non-teaching staff in a non-teaching manner and ensuring job security through several staff welfare measures will produce lasting job performance.

CONCLUSION:
According to C & Kalaiyarasan, (2018) improves and assists in the growth of municipal capacity in the fields of planning, resource sharing, and human resource management. To meet the rapidly changing needs, educational institutes should strongly consider establishing a dedicated Human Resource Management function and invest in its leadership. As student outcomes are a function of the teacher's performance, it is important to design and implement creative as well as innovative practices that encourage talent acquisition, retention, and growth. If these needs are neglected, it would lead to failure in achieving goals for the administration of the future education system.

To this end, it has therefore become necessary for institutions to advocate the use of good human relations so, as to ensure effective and efficient administration. School leadership should need to motivate teachers and staff not only through monetary means but also recognize the individual's worth by providing rewards acknowledging in public functions in the presence of their family members, Parents and students, and school staff.

Conflict of Interest:
The authors declare that they have no conflict of interest.

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